



*Empowered lives.
Resilient nations.*

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

2020/UNDP-MMR/PN/055

Date: 29 May 2020

| | |
|---------------------------------------|--|
| Country: | Myanmar |
| Description of the assignment: | Team Leader for Mid Term Evaluation of Leadership, Effectiveness, Adaptability and Professionalism (LEAP) |
| Type of Contract: | Individual Contract (International) |
| Duty Station: | Home based, Yangon and Project field sites if there is a possibility to travel to Myanmar |
| Period of assignment/services: | 30 June 2020 to 30 September 2020 (40 working days) |

Proposal should be submitted to (either bids.mm@undp.org or UNDP Jobs site <http://jobs.undp.org> no later than **16 June 2020, 24:00 hr (COB, YANGON)**. Email submission should state procurement notice number (**2020/UNDP-MMR/PN/055**) in the subject line.

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail to mmr.procurement@undp.org. Procurement Unit will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

BACKGROUND

The UNDP Country Programme (CPD 2018-2022) support the implementation of the 2030 Agenda and Sustainable Development Goals within the framework of addressing the challenges of multiple transitions in Myanmar. The current Country Programme is built on the achievements of the previous programme but represents a shift towards more integrated programming at the national and sub-national levels and support to United Nations-wide initiatives to better address the interlinkages between peacebuilding and social cohesion, governance, environment and natural resources management, resilience, urbanization and balanced and inclusive growth. This integrated approach is designed to break silos and strengthen horizontal linkages across state and non-state actors as well as vertical linkages across administrations at district, township, state and union level through area based programmes.

The UNDP Country Programme is firmly aligned with the Myanmar Sustainable Development Plan (MSDP) and it focuses on delivery of the following two outcomes:

- (i) **Peace and Governance:** People in Myanmar live in a more peaceful and inclusive society, governed by



*Empowered lives.
Resilient nations.*

more democratic and accountable institutions, and benefit from strengthened human rights and rule of law protection; and

- (ii) **Planet and Prosperity:** Myanmar becomes more resilient to climate and disaster risk with efficient environmental governance and sustainable use of natural resources.

Under outcome Peace and Governance, the Leadership, Effectiveness, Adaptability and Professionalism (LEAP) overall goal is to support the Government of Myanmar to achieve its vision of an 'Ethical, merit based, inclusive and responsive Civil Service promoting public participation and strengthening the trust of the people. LEAP is a multi-year project designed to support the Union Civil Service Board (UCSB) in (1) Reviewing and modernizing civil service regulations and systems; (2) Introducing results-based management practices that promote meritocracy, ethics, transparency, accountability and inclusivity, with a focus on gender and diversity; (3) Improving civil servants' performance through enhanced leadership and motivation; (4) Fostering public service delivery & accountability at national/sub-national levels.

To enable the Myanmar Civil Service to be more people, service and results oriented, the issues of ethical and accountable behavior in the civil service, outdated civil service regulations, weak culture of work performance and the slow pace of decentralization must be tackled. The project will support the Myanmar Civil Service to be more effective by improving the motivation and behavior of civil servants through addressing gaps in the civil service regulations, strengthening the personnel management procedures, transforming the existing top down management systems and overcoming the challenges of decentralization.

The key intended outputs of LEAP are:

- ☐ Output 1: Ethics, meritocracy, inclusivity and responsiveness applied in Myanmar Civil Service
- ☐ Output 2: People centered services enhanced due to more effective and professional civil service
- ☐ Output 3: Civil service oversight, accountability, standards and capacity strengthened at Union and sub-national levels

Output 1 is focused on supporting UCSB with updating the relevant regulations governing civil service management and development. These legal definitions are necessary to provide a normative platform for reforming and strengthening recruitment, transfer and promotion processes to reduce patronage, nepotism and bribery. The project will then produce the guidance and manuals, as well as training materials, to enable UCSB to support other government agencies (Union and Sub-national) to apply merit, diversity and inclusive practices in personnel management. More specifically, output 1 will support UCSB to ensure that the application of gender, diversity and inclusivity in civil service personnel regulations and procedures reduces incidences of discrimination for recruitment, transfers and promotions. This will also strengthen the policies for the in-service training of civil servants and establish an overall Civil Servant Development Strategy that provides a framework for all government organisations to follow. Finally, output 1 will strengthen the mandate of UCSB to disseminate the updated regulations, guide implementation, monitor progress, evaluate results and enforce compliance.

Output 2 focuses on introducing modern performance management practice into the Myanmar Civil Service. The aim is to transform the existing culture of top down 'command' to leadership and management approaches that empowers and enables. The project support UCSB to introduce performance-based staff



appraisal methods that are linked to the competencies needed for the job, as well as performance management systems to plan, assign and supervise staff. The project also assists UCSB to establish and implement a Senior and Executive Leadership System (SELS) to generate a pool of new leaders for the senior civil service that are better equipped for a democratic governance environment. In addition, the project will also support CICS to strengthen its capacity and update its curriculum for basic and mid-level administrative training. This output will contribute to a more effective civil service based on the assumption that that better leadership, training and management system will result in more motivated workforce.

Output 3 is to test the application of decentralization in ministries, special services and sub-national levels to provide lessons as inputs to the formulation of Myanmar's decentralization policy and framework. This aims to demonstrate through pilots that decentralization with effective representativeness, inclusivity, oversight and accountability will result in more motivated work forces and improved services. It assumes that successful decentralization pilots leading to improve service delivery and improved working environments would give the Government greater confidence to undertake more decentralization.

Basic project information can also be included in table format as follows:

| Project Identifications | | |
|--|--|----------------------|
| Project Title: | Leadership, Effectiveness, Adaptability and Professionalism (LEAP) in Myanmar's Civil Service | |
| Project ID: | LEAP-00104318 | |
| Output IDs: | Output Name | Output Number |
| | 1 - Civil Service Law | 00105954 |
| | 2 - Civil Servant Management | 00110677 |
| | 3 - Civil Service Practices | 00110678 |
| Linkages to Myanmar Sustainable Development Plan (MSDP), UNDP Country Programme Document (CPD) and Strategic Plan (SP) | | |
| MSDP Goal and Strategy: | MSDP Goal 1: Peace, National Reconciliation, Security and Good Governance <ul style="list-style-type: none"> MSDP Strategy 1.4: Enhance good governance, institutional performance and improve the efficiency of administrative decision-making at all levels. MSDP Strategic Outcome: Integrity and accountability enhanced across our public sector | |
| UNDAF/CPD Outcome Statement: | People in Myanmar live in a more peaceful and inclusive society, governed by more democratic and accountable institutions, and benefit from strengthened human rights and rule of law protection. | |
| Project Output Statements: | <ul style="list-style-type: none"> Output 1: Ethics, meritocracy, inclusivity and responsiveness applied in Myanmar Civil Service Output 2: People centered services enhanced due to more effective and | |



Empowered lives.
Resilient nations.

| | | |
|---------------------------------|---|----------------------|
| | professional civil service <ul style="list-style-type: none">Output 3: Civil service oversight, accountability, standards and capacity strengthened at Union and sub-national levels | |
| UNDP SP Outcome: | UNDP SP Outcome 2: Accelerate structural transformations for sustainable development | |
| UNDP SP Output Statement: | UNDP SP Output 2.2.2: Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability | |
| Project Information | | |
| Project Duration: | Start Date: 01/01/2018 | End Date: 31/12/2022 |
| Implementing Partner(s) | UNDP | |
| Key Stakeholders: | Union Civil Service Board, Central Statistical Office, Ministry of Planning and Finance, Anti-Corruption Commission, Union Attorney General Office, Union Auditor General Office, Ministry of Social Welfare, Relief and Resettlement, General Administration Department, Ministry of Home Affairs, Bago Region, Mandalay Region, Mon State, Rakhine State, Tanintharyi Region, Union Parliament, Selected Regions and States Parliaments, Ministry of the President Office, Ministry of the State Counsellor’s Office, Ministry of the Union Government Office | |
| National Coverage: | Yes | |
| Name of Regions/States covered: | <ul style="list-style-type: none">Bago RegionMandalay RegionMon StateRakhine StateTanintharyi Region | |
| Project Budget (US\$) | | |
| Budget for Project Cycle: | US\$ 9,759,535 | |
| UNDP contribution: | US\$ 361,929 | |
| Unfunded: | US\$ 6,587,368 | |
| Other Contributions: | In-kind contribution from New Zealand (Provision of State Services Commission’s Experts) | |
| Donor Contribution for project | | |
| DFAT | US\$ 803,092 | |



*Empowered lives.
Resilient nations.*

| | |
|-----------------------------------|--|
| SIDA | US\$ 2,007,146 |
| Focal Point of the Project | |
| Project Manager: | Valentina Bianchini |
| Chief Technical Advisor: | Recruitment completed in December 2019 |
| RBM focal point: | Marc Weilenmann |

Current Context

As COVID-19 spreads globally, it is a massive health, humanitarian, and development crisis. Due to the pandemic, Myanmar, especially the border regions: Kachin State, Shan State and Kayin State have terrible negative impact. Due to porous border, Myanmar received the immediate return of large influx of migrant workers from China and Thailand where the largest hotspots of outbreaks exist. E.g. according to MOHS data, more than 23,000 people returned to Myanmar from Thailand via Myawaddy from March 19 to 28.

While concerns have been raised about Myanmar's capacity to manage the coronavirus given its poor healthcare infrastructure, the country's displaced populations face even greater risks. Most are trapped in dangerously overcrowded camps with severely substandard health care and inadequate access to clean water, sanitation, and other essential services. Many displaced people have underlying medical conditions and chronic diseases, putting them at high risk of suffering serious effects from the virus.

The impact of economic fluctuations related to the COVID-19 pandemic is likely to disproportionately harm poor and vulnerable households. With travel and border trade restrictions in place, the impact is in Myanmar's tourism-related services, agricultural exports to China, and in supply-chain disruptions to the manufacturing sector. Every day, people are losing jobs and income, with no way of knowing when normality will return. Myanmar's GDP growth is projected to slow to between 2 and 3 percent in the current fiscal year due to the COVID-19 pandemic, with the brunt of the outbreak's economic impact likely to be borne by poor and vulnerable households across the country according to recent world bank report.

UNDP LEAP project works with Ministry of Planning and Finance, Ministry of Home Affairs, Ministry of Social Welfare, Relief and Resettlement, General Administration Department, Bago Region, Mandalay Region, Mon State, Rakhine State, Tanintharyi Region, Union Parliament, Selected Regions and States Parliaments, Ministry of the President Office, Ministry of the State Counsellor's Office, Ministry of the Union Government Office etc. Because of the Covid-19 crisis, there is wide shift of their focus and priorities of these counterparts to the crisis response.

Given the current Covid-19 pandemic there is also an expectation that this will also impact and delays in UNDP programme and project implementation. However, UNDP Myanmar remains fully operational and is adapting



*Empowered lives.
Resilient nations.*

the way it works and focused on COVID-19 response. UNDP is mobilizing all assets to respond to this unprecedented challenge. UNDP Myanmar have transitioned all critical operations to digital and virtual platforms, enabling teams to continue delivering effectively despite restrictions on movement and physical interaction. With the changing context, emerging needs and priorities UNDP Myanmar is also revisiting the Programme strategy and business processes to be more relevant to this crisis. UNDP Myanmar had conducted Programme and operational criticality exercise to review and identification of critical programme areas and activities that will continue and activities that will be postponed or canceled. Some activities are paused or downscaled and looking for opportunities to be redirected to new priorities.

UNDP globally has developed a COVID-19 response focused on three immediate priorities including health systems support, inclusive and integrated crises management and response, and social and economic impact needs assessments and response. The Myanmar Country Office is preparing its response plan building on these three priority areas and in line with the current requests and priorities of the Government of Myanmar, current Programme areas and in response to broader UN Country Team collaboration across a range of development areas. Rapid response funds are new core funds being made available by UNDP headquarters to respond to this crisis, while flexibility have also been provided to the county offices to repurpose existing core funds towards this response, if necessary. In this context, UNDP have also been advised by cost-sharing donor partners that funds can also be repurposed towards COVID response if required.

UNDP intends to fully leverage its existing programme, staff and technical capacities and most importantly partnerships at the union, state and regional levels and with the communities to roll out the response in terms of community engagement and awareness raising, strengthening local government's capacity plan, coordinate, budget and deliver essential services including to migrants and IDPs, and bolstering public health systems. With many of our partners, particularly in the local government, capacities are being enhanced to be able to work and manage remotely through online systems. UNDP is working closely with local partners that allows local solutions to COVID-19 humanitarian and development needs, to be designed together with local partners, and in coordination with the host government.

Some activities that have been identified include community and anti-stigmatization awareness, expansion of use of digital technologies, private sector engagement and corporate social responsibility, volunteerism and social cohesion, resilience and recovery, support to MSMEs as well as health systems support and socio-economic impact assessments at the sub-national levels.

UNDP Myanmar is also streamlining policies and procedures for greater agility, increasing our flexibility to receive and deliver private sector and other financing, and taking steps to initiate innovative approaches like next generation network of innovation and digital solutions across the country — a crucial institutional asset in responding to this complex, fast-moving crisis. Accelerator Lab will be sensing on-the-ground changes and sourcing local solutions for this crisis response.

Midterm Evaluations is expected to assess UNDP project performance in areas that are critical to ensuring



*Empowered lives.
Resilient nations.*

sustained contribution to development results and the context of emerging development issues and changing priorities at the national levels. To this end, this evaluation also needs to review project strategy, focus areas, partnerships, programmatic approaches, cooperation modalities, or business models considering current crisis scenario.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

For detailed information, please see Terms of Reference.

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

For detailed information, please see Terms of Reference.

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

The consultant should present an offer including the following documents.

- a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **Presentation of technical proposal**, for purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, a Service Provider advised to use a proposed Table of Contents.
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

5. FINANCIAL PROPOSAL

Fees

Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are



duly incorporated in the financial proposal submitted to UNDP.

Travels

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP will not accept travel costs exceeding those of an economy class ticket. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses will be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed. (Please see Template attached at Annex- 4)

6. EVALUATION

Upon the advertisement of the Procurement Notice, qualified Consultancy Firm/consultant is expected to submit both the Technical and Financial Proposals. Accordingly, the firm/consultant will be evaluated based on Cumulative Analysis as per the following conditions:

- Responsive/compliant/acceptable as per the Instruction to Bidders (ITB) of the Standard Bid Document (SBD), and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - a. Technical Criteria weight is 70%
 - b. Financial Criteria weight is 30%

| Technical Proposal Evaluation: Proposed methodology, approach and implementation plan | |
|---|-----------|
| To what degree does the Proposer understand the task? | 4 |
| Have the important aspects of the task been addressed in sufficient detail? | 4 |
| Is the scope of task well defined and does it correspond to the TOR? | 4 |
| Is the methodology well explained and meets the ToR requirements? | 4 |
| Is the presentation clear? | 4 |
| Is the sequence of actions and the planning logical, realistic and promise efficient delivery of the task? | |
| Sub total | 20 |
| Technical Proposal Evaluation: Education and qualifications | |
| advanced degree (Master's or preferably Ph.D.) in social sciences, development studies, political sciences, public administration, international relations and/or related fields; | 10 |
| a minimum of 10 years of demonstrated experience in leading Midterm reviews and/or evaluations of development projects and programs on democratic governance; | 15 |
| S/he should have at least 7 years of experience in public administration and civil service reform; | 10 |
| proven experience in data analysis as well as report writing | 10 |



*Empowered lives.
Resilient nations.*

| | |
|--|-----------|
| excellent command of English in speaking and writings. | 5 |
| Sub total | 50 |
| Total | 70 |